

ADMINISTRATIVE - INTERNAL ONLY

DDA 82-0584

2 MAR 1982

MEMORANDUM FOR: Director of Communications  
 Director of Data Processing  
 Director of Finance  
 Director of Information Services  
 Director of Logistics  
 Director of Medical Services  
 Director of Security  
 Director of Training and Education

DD/A REGISTRY

FILE: 35 1-1

FROM: Harry E. Fitzwater  
 Deputy Director for Administration

SUBJECT: Internal Coordination of Directorate Activities

1. Occasional serious lapses in coordination continue to plague us. In the recent past, we have had several instances wherein requirements for briefings or unanticipated commitments of resources were levied on Directorate components without the knowledge of the Office of the DDA. While there is no desire to disrupt the timely support expected by our "customers," it is imperative that responses to ad hoc requirements be properly coordinated. Requirements for briefings and the tasking of Directorate resources have been imposed by the Executive Director, the Comptroller, and [redacted] among others, in recent weeks. Most of the responses to these requirements were not of time-critical nature; nevertheless, the Office of the DDA became aware of them well after the fact.

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2. As you are aware, the risk is that conducting our affairs without adequate internal coordination may result in duplication of effort, Directorate inconsistencies and contradictory positions on key issues, and the "playing off" of one component against another. In order to preclude this from happening in the future, please ensure that all personnel assigned to your Office are made aware of the need to inform the Office of the DDA when significant briefings are requested by high level Agency officials, representatives of Congress, etc. In addition, when Directorate components are tasked to commit sizable resources in support of unanticipated requirements, coordination should be effected before the commitments are made. None of the foregoing caveats should hamper our timely support to the Agency's mission.

3. As in the past, correspondence from Directorate components to Deputy Directors, Heads of Independent Offices, and other senior Agency officials is to be forwarded via the DDA.

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[redacted]  
 Harry E. Fitzwater

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